



BANFF SCHOOL OF ADVANCED MANAGEMENT

AT THE BANFF SCHOOL OF FINE ARTS AND CENTRE FOR CONTINUING EDUCATION • BANFF, ALBERTA

1961

TWELFTH
SESSION
JANUARY 30
TO MARCH 11

ADMINISTRATIVE ORGANIZATION

BOARD OF DIRECTORS

CHAIRMAN:

Dr. H. H. Saunderson, President, University of Manitoba.

VICE-CHAIRMAN:

Dr. E. D. MacPhee, Honorary Bursar and Assistant to the President, University of British Columbia.

EXECUTIVE DIRECTOR AND SECRETARY-TREASURER:

Senator Donald Cameron, Director, Banff School of Fine Arts and Centre for Continuing Education.

BOARD MEMBERS:

Dr. W. H. Johns, President, University of Alberta.

Dr. N. A. M. MacKenzie, President, University of British Columbia.

ASSOCIATE DIRECTORS

Mr. A. T. Baker, General Manager, Alberta Wheat Pool, Calgary.

Senator Donald Cameron, Director, Banff School of Fine Arts, Banff.

Mr. D. S. Harvie, General Manager, Canadian Fina Oil Limited, Calgary.

Mr. C. R. Jones, Vice-President & General Manager, Cooper-Bessemer of Canada Ltd., Calgary.

Mr. Rodney Pike, Manager, The Canada Life Assurance Company, Edmonton.

Mr. Murray Stewart, General Manager, Northwestern Utilities, Limited, Edmonton.

Mr. Kenneth Capel, Regional Director, Canadian Broadcasting Corporation, Vancouver.

Mr. Ronald Gourlay, Manager—Converted Products, Crown Zellerbach Canada Limited, Vancouver.

Mr. R. A. Mahoney, Partner, Management Research (Western) Ltd., Vancouver.

Mr. D. F. Miller, Director, Canadian Fishing Co., Vancouver.

Dr. J. D. Simpson, President, Canadian Explorations Ltd., Vancouver.

Dr. E. D. MacPhee, Honorary Bursar and Assistant to the President, University of British Columbia, Vancouver.

Mr. Earle W. Bowman, President, Bowman Brothers Limited, Saskatoon.

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Dr. Neil Perry, Dean, Faculty of Commerce, University of British Columbia.

Dr. T. H. McLeod, Dean, College of Commerce, University of Saskatchewan.

Dr. Ralph Harris, Director, School of Commerce, University of Manitoba.

Dr. Hu Harries, Dean, Faculty of Commerce, University of Alberta.

Mr. Perry S. Bower, Vice-President and Treasurer, The Great-West Life Assurance Company, Winnipeg.

Mr. W. M. Houston, Houston, Willoughby & Company Limited, Regina.

Mr. Walter C. Koerner, President, Rayonier B.C. Limited, Vancouver.

Dr. Francis Winspear, Winspear, Hamilton, Anderson & Company, Edmonton.

Mr. S. N. MacEachern, Manager, Saskatoon Exhibition, Saskatoon.

Mr. J. R. McCaig, General Manager, Maccam Transport Limited, Moose Jaw.

Dr. J. D. Leishman, 802 Medical & Dental Building, Regina.

Mr. H. C. Pinder, President, Pinder's Drug Stores, Saskatoon.

Mr. J. F. Midmore, General Manager, Co-operative Life Insurance Company, Regina.

Mr. R. H. G. Bonnycastle, President & General Manager, Stovel-Advocate Press, Winnipeg.

Mr. Robert J. Finlay, Director for Prairie Provinces, Canadian Broadcasting Corporation, Winnipeg.

Mr. J. S. Lightcap, 2880 Assiniboine Avenue, Winnipeg 12.

Mr. Allan R. McPherson, President, Strong-Scott Limited, Winnipeg.

Mr. W. Scott Neal, Secretary, McCabe Grain Company, Winnipeg.

Mr. Eric V. Titheridge, Executive Assistant, United Grain Growers, Winnipeg.

ALUMNI REPRESENTATIVE

Mr. A. L. Bradshaw, Manager, Riley's Reproductions Ltd., Calgary.

EXECUTIVE AND ACADEMIC COUNCIL

Dr. H. H. Saunderson, Chairman.

Dr. E. D. MacPhee, Vice-Chairman and Dean of the School.

Senator Donald Cameron, Executive Director and Secretary-Treasurer.

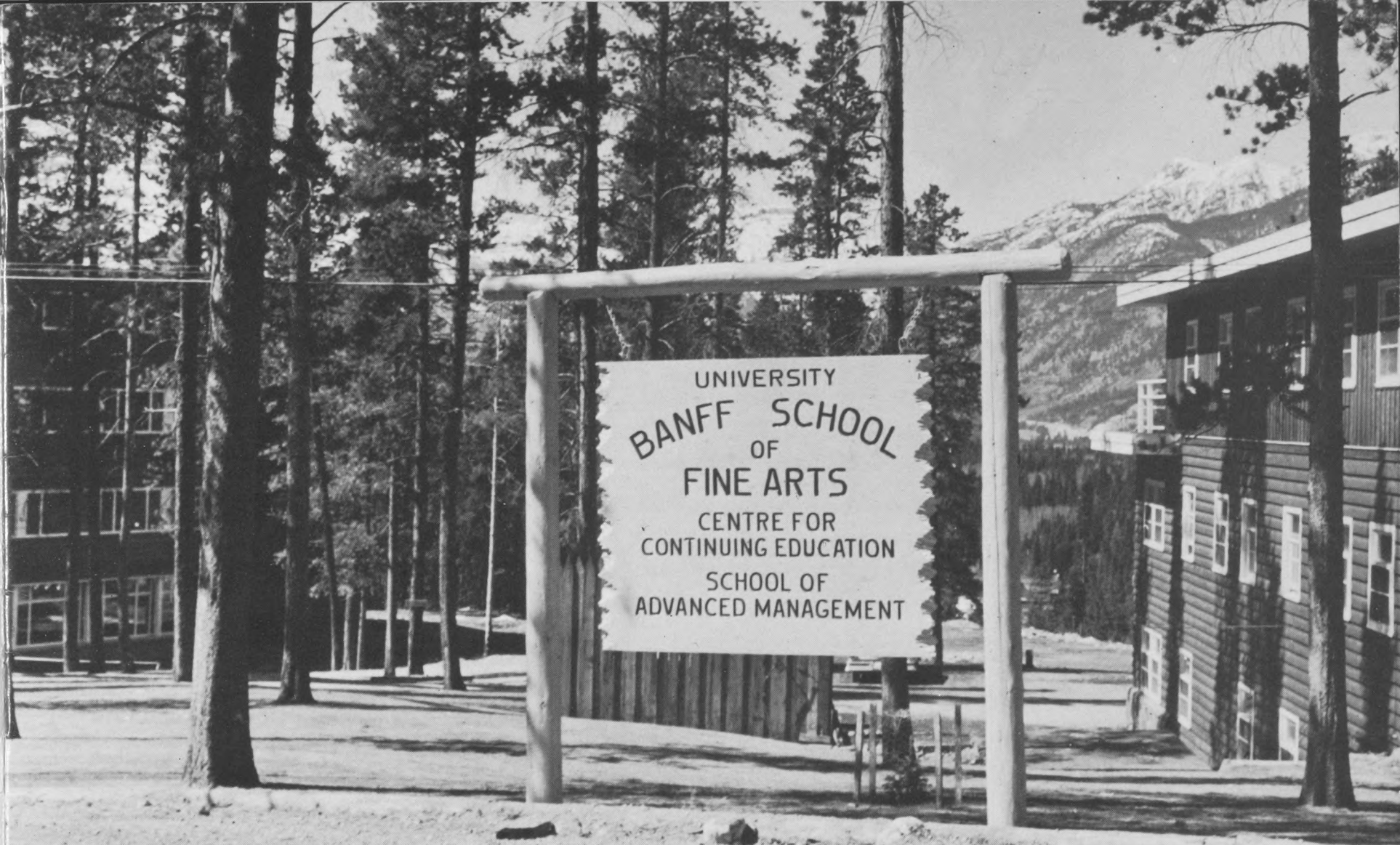
Mr. R. A. Mahoney, Associate Dean and Principal.

Mr. J. C. K. Madsen, Assistant Secretary-Treasurer.

Dr. Hu Harries. Dr. T. H. McLeod. Dr. Ralph Harris. Dr. Neil Perry.

HEAD OFFICE

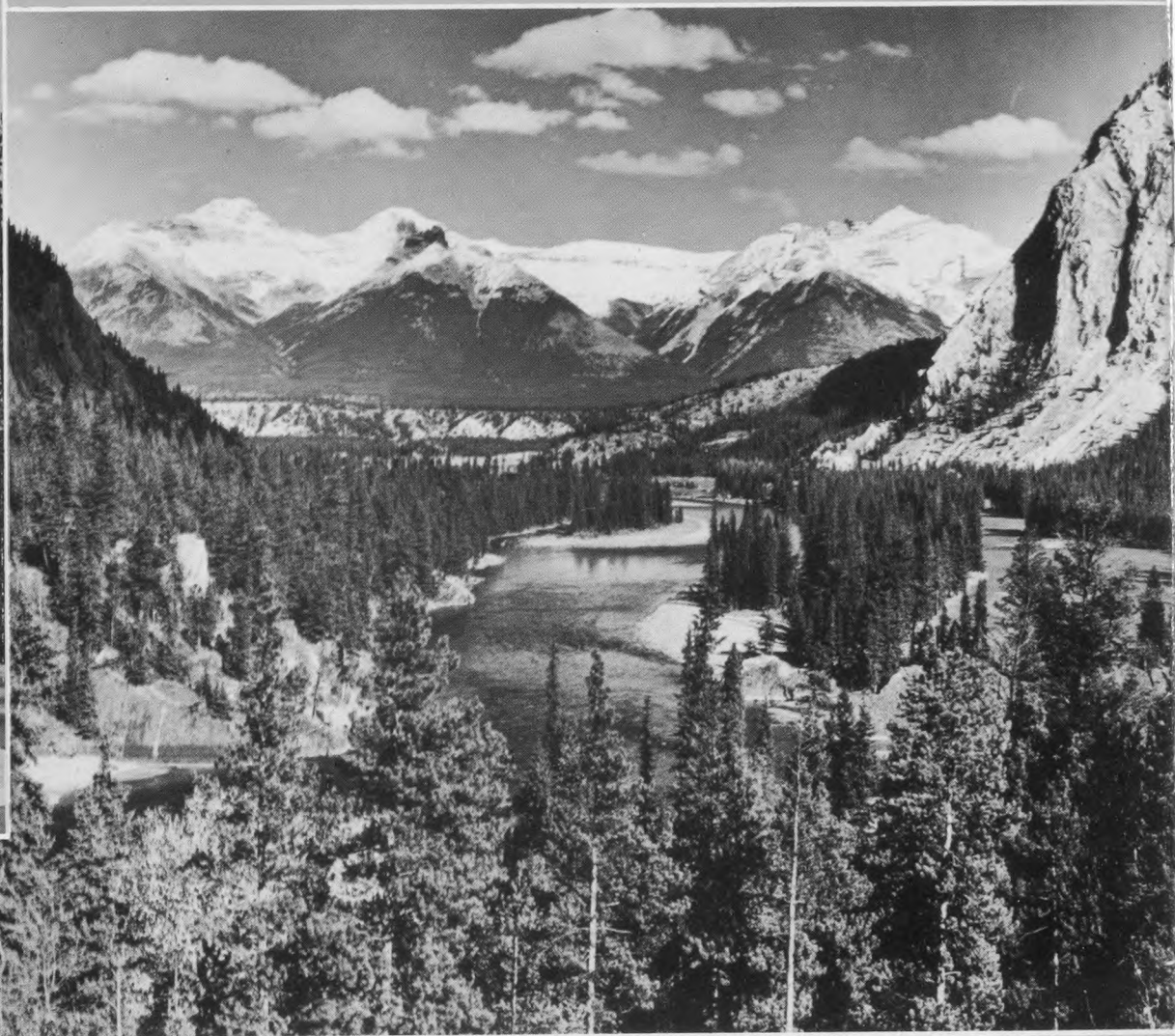
Banff School of Fine Arts and Centre for Continuing Education, Banff, Alberta.



The Administration Building and one of the Chalets, looking out towards the Bow Valley and Mount Norquay.



Relaxation comes easy
on the sun decks



THE UNIVERSITIES OF ALBERTA, BRITISH COLUMBIA, MANITOBA AND SASKATCHEWAN

CO-OPERATING

present

THE TWELFTH GENERAL SESSION

of the

BANFF SCHOOL OF ADVANCED MANAGEMENT

AT BANFF, ALBERTA

January 30 to March 11, 1961

FOREWORD

Established in 1952 by the University of Alberta and since 1953 sponsored as a co-operative undertaking by the Universities of Alberta, British Columbia, Manitoba and Saskatchewan, the Banff School of Advanced Management has, in a space of eight years, gained for itself an enviable reputation in the Canadian Business Community. By pooling the teaching resources of the four Universities and supplementing these with a careful selection of top flight consultants from other Universities, Government and private business in Canada and the United States, the Banff School of Advanced Management has been able to offer a Course of distinction which has met with an enthusiastic response from Canadian and American business institutions. The splendid residence and conference facilities of the University of Alberta's Banff School of Fine Arts and Centre for Continuing Education plus an outstanding teaching staff have combined to make the Banff School of Advanced Management one of the leading centres of its kind on the Continent.

The policy of the School from its inception has been to stress high quality and limited enrolment. An initial enrolment of between sixty and seventy, with this number divided into two groups for classroom purposes, has been considered ideal.

THE COURSE

The Course in Advanced Management is designed to meet the needs of business firms which wish to develop executives for roles of greater responsibility. It will be an intensive and practical course of study, based on the combined experience and methods of established schools of Business Administration and Advanced Management.

SUBJECT MATTER

The course program covers the following subjects: The Canadian Economic Scene, Government and Business, Objectives of Management, Administrative Practices, Marketing Management, Production Management, Mobilization of Financial Resources, Managerial Accounting, Human Relations in Industry, Personnel Management, Labour Relations. These are grouped under the general headings of Economics, General Administration, Business Functions and Industrial Relations.

These subjects are all approached from the viewpoint of responsible executive action — as facts and factors involved in the managerial process of analysis, judgment, decision and action.

METHODS OF INSTRUCTION

On the theory that people learn by doing, the School will use a combination of the case, seminar and lecture methods. Suitable subject matter will be handled by the case method. In other instances the seminar method will apply, both being supplemented by regular lectures.

Actual business situations in which executives have had to make decisions will be used. In this way the student is placed in a position where, as a responsible officer, he would have to make decisions. Out of a study of actual business problems of various types will come a useful background of general principles, some knowledge of the problems to be faced, and some of the methods used in their solution.

Regular lectures will be supplemented by talks from prominent Canadian and American business men and members of the faculties of the four Western Universities. In addition, suitable texts, notes, cases, and supplemental film and slide material will be provided, as well as a limited library of reference books and periodicals.

**WHO MAY
ATTEND**

The Course is designed for both young and mature executives from Middle Management up who are nominated and sent by their companies, private individuals operating their own enterprises, representatives of the Armed Forces, Civil Servants in executive positions in the Federal, Provincial and Municipal Governments and executives from organized labor. All should be individuals who are being groomed for positions of greater responsibility with their companies. The age range should be between thirty and fifty, with the optimum between thirty and forty-five years. Individuals over the upper age limit may be considered if circumstances warrant doing so.

**THE
SETTING**

TIME:

January 30th to March 11th, 1961

PLACE:

The Banff School of Fine Arts and Centre for Continuing Education, Banff.

ACCOMMODATION:

All classes will be held in the modern conference rooms of the Centre Administration Building.

Sleeping accommodation will be provided in the attractive residences of the Banff School. These buildings have a beautiful location on Tunnel Mountain, six minutes walk from downtown Banff. All residences have attractive lounges with fireplaces and pianos and all bedrooms have twin beds and private baths. Electric outlets are provided for cars in the parking area. A pleasant dining room, operated by a trained dietician and competent staff provides first class meals three times a day and coffee, tea or milk at the mid-morning and mid-afternoon and evening breaks.

PROGRAM OF STUDIES

Administration

OBJECTIVES OF MANAGEMENT

An introductory course setting forth the objectives of industry in relation to its social, economic and cultural relations with the community as a whole.

—Dean E. D. MacPhee

ADMINISTRATIVE PRACTICES: MANAGEMENT DEVELOPMENT, SALARY ADMINISTRATION

This course is a survey of the basic functions of executives in determining objectives and goals, and in the formulation of policies in planning, organization, co-ordination and control. These functions are examined in discussion and through the medium of cases. The course is designed to act as a co-ordinating theme for the rest of the Banff program.

—Dean E. D. MacPhee

GOVERNMENT AND BUSINESS

A discussion of the role of government in relation to business with special emphasis on the effects of governmental policies and legal requirements on business policies, practices and procedures. Special attention will be paid to resources control as a determinant of business policy.

—Professor Ralph Loffmark

Finance

MANAGERIAL ACCOUNTING

A discussion of the accounting techniques used by management in the financial control of corporations. The course will include discussions about the theory of depreciation, inventory valuations, allocation of overheads, and the impact on business of taxes on income. Various types of financial statements will be studied and cost control methods, including budgets and forecasting, will be illustrated by cases and problems.

—Professor J. D. Campbell

MOBILIZATION OF FINANCIAL RESOURCES

A practical discussion of the types of financial instruments, types of contract, principles, methods and factors to be familiar with in analyzing business financing. The series will deal with the mobilization of financial resources with financial statement analysis, the valuation of business statements, company prospecti, annual reports, assessment of business opportunities, and related matters.

—Thomas Meredith

—Professor Leslie G. J. Wong

Industrial Relations

HUMAN RELATIONS

A lecture and case study of Human Relationships as they occur at all levels of Management, and the requirements of executive skill and technique in dealing with the human problem. Dealing with people is everyone's concern, and the principles and techniques stressed here carry over into all other courses.

—Dr. James R. Surface

LABOR RELATIONS

By means of case studies and discussion this course will attempt to formulate the main problems facing Western Canadian Industry in its dealings with organized labor. The course will deal with bargaining table attitudes and the impact of trade union organizations on employer-employee relationships.

—R. A. Mahoney

PERSONNEL MANAGEMENT

The selection, training, compensation, promotion of employees in industry. The emotional training of an executive—training to take stress.

—Dr. G. W. England

Business Functions

MARKETING MANAGEMENT

Problems involved in the distribution of goods and services. The Sales Manager's responsibilities. Company marketing policies. Canadian legislation affecting marketing. Cases, discussion and lectures.

—Dr. Henry Burd

PRODUCTION MANAGEMENT

A study of modern scientific practices used in directing and controlling production activities in factories, mills, and other enterprises. The relation of output to market and financial requirements of the enterprise.

—Professor H. C. Wilkinson

CANADIAN ECONOMIC SCENE

A condensed orientation course in the Canadian economy, designed to give the students a background of principles, basic policies and acts which influence or determine the shape of Canadian economic thinking and action. The discussion will include a review of the following:

(a) Basic features of the Canadian economy. (b) Present condition. (c) Underlying trends.

—Dr. O. J. Firestone



R. A. Mahoney lecturing in one of the spacious classrooms in the new Administration Building.

Study groups provide an opportunity to discuss important problems.



REGISTRATION PROCEDURES

REGISTRATION Registration should be made on the enclosed Application for Admission form, and addressed to DONALD CAMERON, EXECUTIVE DIRECTOR, BANFF SCHOOL OF ADVANCED MANAGEMENT, BANFF, ALBERTA, preferably by December 1st, 1960—but not later than December 31st. Later registrations may be considered under special circumstances. Early registration is essential, as a limit of seventy students has been established for each School. Of this number, definite quotas have been allocated to each of the four Western Provinces, Eastern Canada and the United States. A quota is also being held open for senior Government officials and members of the Armed Services.

For lecture and discussion purposes, the total enrolment of seventy students will be divided into two groups of thirty-five each, and all lectures, cases and discussions will be repeated with each group in turn. In this way, the maximum personal contact is maintained between students and instructor. In addition, the seventy students will be divided into ten study groups of seven each for evening discussions of cases and assigned problems.

COST	Registration fee	\$ 25.00
	Tuition fee, 6 weeks	\$555.00
	Room and board, classrooms, 40 days (twin bed room with bath)	\$320.00
	Books, materials and cases	\$ 50.00
		<u>\$950.00</u>

**DEPOSIT ON
REGISTRATION**

A deposit covering registration, part of the tuition and room and board, in the amount of \$100.00, should accompany Application for Admission. In the event of non-attendance, all except the \$25.00 registration fee will be refunded. The full amount may be paid with the Application for Admission, or it may be paid on arrival at the School. The course must be completed (including full attendance) in ONE SESSION in order to qualify for a certificate.

**BIOGRAPHICAL
SKETCH AND
PHOTOGRAPHS**

It is important that each individual filing an Application for Admission complete in detail the biographical information with respect to educational background, business experience and present position, as asked for on the Application for Admission which is included in this prospectus. It is also important that 4 copies of a recent photo or snapshot be attached to the Application for Admission form. In addition Applications for Admission should be accompanied by a supporting letter from a senior officer of the Applicant's firm. The foregoing information, with photos, will be distributed to each instructor to enable him to get to know students as quickly as possible.

**MID-TERM
BREAK**

Students are advised that there will be a mid-term break from the end of lectures on Thursday, February 16th to Sunday evening, February 19th.



Twin bedroom, Administration Building



Section of the 600-seat Tunnel Mountain dining room



Dean MacPhee lecturing to class
in 11th Session B.S.A.M., 1960

TWELFTH SESSION BANFF SCHOOL OF ADVANCED MANAGEMENT, JANUARY 30th to MARCH 11th, 1961

(all dates are given as inclusive)

CLASS HOURS	JANUARY 30 FEBRUARY 3	FEBRUARY 6 - 10	FEBRUARY 13 - 16	Mid-term Break — 12:30 p.m., February 16th to 7:30 p.m., February 19th	FEBRUARY 20 - 25	FEBRUARY 27 MARCH 3	MARCH 6 - 11	Businessmen's Week-end and Alumni Reunion March 10th and 11th, 1961.
8:40 - 9:30	OBJECTIVES OF MANAGEMENT MacPhee	HUMAN RELATIONS Surface	HUMAN RELATIONS Surface		PERSONNEL MANAGEMENT England	ADMINISTRATIVE PRACTICES MacPhee	ADMINISTRATIVE PRACTICES MacPhee	
9:35 - 10:25	PRODUCTION MANAGEMENT Wilkinson	PRODUCTION MANAGEMENT Wilkinson	GOVERNMENT AND BUSINESS Loffmark		GOVERNMENT AND BUSINESS Loffmark	CANADIAN ECONOMIC SCENE Firestone	CANADIAN ECONOMIC SCENE Firestone	
10:25 - 10:40	COFFEE BREAK				COFFEE BREAK			
10:40 - 11:30	MARKETING MANAGEMENT Burd	MARKETING MANAGEMENT Burd	PERSONNEL MANAGEMENT England		LABOR RELATIONS Mahoney	LABOR RELATIONS Mahoney	LABOR RELATIONS Mahoney	
11:30 - 12:20	MANAGERIAL ACCOUNTING Campbell	MANAGERIAL ACCOUNTING Campbell	MOBILIZATION OF FINANCIAL RESOURCES Meredith		MOBILIZATION OF FINANCIAL RESOURCES Meredith	MOBILIZATION OF FINANCIAL RESOURCES Wong	MOBILIZATION OF FINANCIAL RESOURCES Wong	
12:30 - 1:30	LUNCH				LUNCH			
1:30 - 3:30	DIRECTED READING							
3:30 - 3:45	COFFEE BREAK				COFFEE BREAK			
3:45 - 6:00	Recreation							
6:00 - 7:30	DINNER				DINNER			
7:30 - 9:30	Study Groups							
9:30 - 9:45	COFFEE BREAK				COFFEE BREAK			

The official termination of the course is Saturday, March 11th, 1961.

DONALD CAMERON



FOUNDER AND EXECUTIVE DIRECTOR OF THE BANFF SCHOOL OF ADVANCED MANAGEMENT

Educated University of Alberta, B.Sc. 1930, M.Sc. 1934, LL.D. 1959, studied education methods in universities and schools in England, Scotland, Denmark, Sweden, Norway, Germany and France. 1933 Carnegie Travelling Scholarship.

Director of Department of Extension, University of Alberta, 1936-56; Director University of Alberta's Banff School of Fine Arts since 1936; Director National Film Society 1936-50; President Alberta Branch Canadian Handicrafts Guild 1940-46; President Canadian Handicraft 1946-49; member National Film Board of Canada 1942-50; Chairman Canadian Legion Education Services, Alberta Command 1939-46; member National Advisory Committee on Canadian Citizenship 1939-45; appointed Chairman Royal Commission on Education, Province of Alberta, 1958-59; member Canadian Institute of Agriculture; American Academy of Political Science; President Canadian Association for Adult Education; summoned to the Senate of Canada July 28, 1955; has contributed articles and features to various magazines and periodicals on education and sociology, author *Campus in the Clouds*; Founder and Executive Director, Banff School of Advanced Management 1952 to present.

MEET THE STAFF

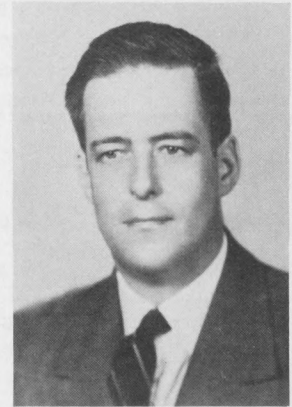
DR. E. D. MacPHEE

Honorary Bursar and Assistant to the President, University of British Columbia and Dean of the Banff School of Advanced Management. A graduate of Acadia University and Veteran of World War I, following which he did graduate work at the University of Edinburgh. He taught Psychology at Acadia, Alberta and Toronto Universities from 1920 to 1929. In 1929 he became Comptroller of the York Knitting Mills. From 1930 to 1950 Professor MacPhee became involved in a variety of business and industrial activities in Canada and England. He became Chairman, President, or Managing Director of operating companies in textiles, leather goods, aircraft and chemicals. He helped to form and was Director of two firms of industrial consultants, J. D. Woods Company (now J. D. Woods and Gordon of Toronto) and Production Engineering of London, England. In 1950 he returned to Canada to become Director and later Dean of the School of Commerce and Honorary Bursar of The University of British Columbia. Has been a guest lecturer at Banff in 1952 and member of the Banff School staff ever since.



RICHARD ALEXANDER MAHONEY

Associate Dean and Principal, Mr. Mahoney graduated from the University of Manitoba in 1938, and received his M.B.A. from Harvard in 1940. Was four years Associate Professor in the Department of Commerce, University of British Columbia, and has had extensive business experience, including one year in Sales, one year as Department Head in the Mail Order business, one year as a Marketing Executive, one year as a Business Consultant, and three years as a Consultant in Labor and Industrial Relations. Mr. Mahoney is a member of the Vancouver Board of Trade and the Northwest Personnel Managers' Association. He served as a lieutenant in the R.C.N.V.R. for four years, three of them at sea. He is presently a Consultant and Partner in the firm of Management Research (Western) Ltd., Vancouver. Member, Banff staff since 1953.

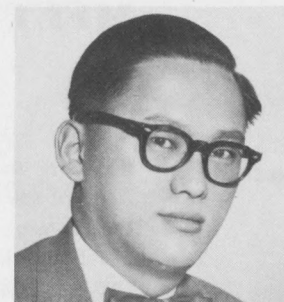


**PROFESSOR
L. G. J. WONG**

Leslie G. J. Wong, a native of Victoria, B.C., was educated in Victoria and attended Victoria College, later graduating with a Bachelor of Commerce degree from the University of British Columbia in 1945. He was then awarded a teaching fellowship at the University of California, Berkeley, where he graduated with an M.B.A. degree in 1946. He has lectured at the University of British Columbia since 1946, becoming a full professor in 1957.

He is a member of the Insurance Teachers' Association of America; chairman of Region 21 of the American Finance Association; member of the American Academy of Political Science; and a member of the National Federation of Financial Analysts Societies.

While attending university he operated his own business, selling both life and general insurance. Until 1957 he was senior partner of Wong, Chang and Company, an accounting firm. His field of interest being finance, he has done a substantial amount of consulting in financial and investment management. He is now Chairman Finance Division, Faculty of Commerce, University of British Columbia and has been a member of the Banff School of Advanced Management staff since 1958.



T. W. MEREDITH

Manager, Osler, Hammond & Nanton Limited, Calgary, and Supervisor of Alberta Securities Operations. President, Calgary Stock Exchange and member of the Executive, Alberta District, Investment Dealers' Association of Canada. A graduate in Commerce from the University of British Columbia, Mr. Meredith has had many years' experience in the investment business. Has lectured at the Banff School on several previous occasions.



**PROFESSOR
RALPH R.
LOFFMARK**

Associate Professor, Faculty of Commerce and Business Administration, University of British Columbia. B.A., University of Toronto; M.B.A., University of Pennsylvania; Chartered Accountant (British Columbia); Graduate of Osgoode Hall Law School; Member of the Ontario Bar and British Columbia Bar. Co-author with A. H. Hall, Deputy Registrar of Companies, Victoria, of the British Columbia Corporation Manual. Also editor of books on Estate Planning and Government Regulation of Business.



**DR. HENRY
ALFRED BURD**

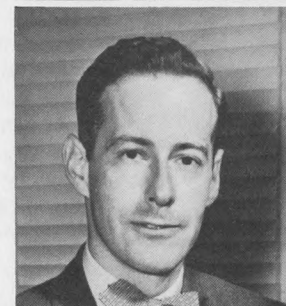
B.S. Illinois Wesleyan University 1910; M.A. University of Illinois 1911; Ph.D. 1915; Professor, Hiram College 1912-14; Instructor, University of Wisconsin 1915-17; Executive Secretary, Wisconsin State Council of Defense 1917-19; Secretary-Treasurer, Ellwood Tractor Co. 1919-23; Rosen Heating Co. 1923-24; Associate Professor, Business Administration, University of Washington 1924-27; Professor of Marketing since 1927; Director of summer quarter 1928-45; Acting Dean, College of Business Administration 1948-49. Director, Wesley Foundation 1927-31; Director, Institute of Retailing 1929-31; Educational Director, Seattle Stock Exchange Institute 1929-30; Director, Institute of Distribution 1940; Director, Seattle Traffic and Safety Council 1936-43. Regional Consultant, Office of Civilian Requirements, War Production Board 1942-45. Trustee, University of Young Men's Christian Association 1931-39; Chairman of Board 1936-39. Director, University Bookstore since 1945. Member of American Marketing Society, American Association of University Professors, American Arbitration Association.

Author: Joseph Ritson, 1916. Joint Author: Commercial Correspondence, 1920; Business Letters, 1930; Marketing in the West, 1946. Author: Articles and Reviews in business and professional journals. Consultant to government agencies and business organizations. Member of Banff staff since 1954.



**PROFESSOR
HUGH WILKINSON**

Chairman of the Production Division, Faculty of Commerce, University of British Columbia. A graduate of U.B.C., he received his M.B.A. from the University of Washington. Before joining the Faculty of Commerce and Business Administration in 1951, he had spent seven years in industry and three in the Canadian Army. His industrial experience, included draughting and estimating, purchasing and inventory control, budgetary and cost control, industrial engineering, and factory supervision with Yarrows Ltd., the Consolidated Mining and Smelting Co. of Canada, and the Canadian General Electric Company. Since joining the University staff he has done industrial consulting work in three western provinces. Member of Banff staff since 1954.



**PROFESSOR
J. D. CAMPBELL**

Head of the Department of Accounting, Faculty of Commerce at the University of Alberta and Director of the Alberta Hospital Planning Committee. He was awarded degree of Fellow of the Chartered Accountants in June 1956. He has also lectured in Financial Controls in the Banff Short Course in Executive Development and has instructed on previous occasions at the Banff School of Advanced Management.



DR. O. J. FIRESTONE

Economic Consultant to the Department of Trade and Commerce at Ottawa and member of the faculty, University of Ottawa, he is a recognized expert on Canadian economic policies. He has an international reputation in his field. He is the author of a number of books on economics and trade and has been a distinguished member of the Banff School of Advanced Management for several years.

DR. JAMES R. SURFACE

Dr. Surface was born in Salina, Kansas. He graduated in Political Science from the University of Kansas in 1942. After a tour of duty in the U.S. Marine Corps he returned to the University of Kansas as a part-time instructor and obtained his M.A. in Political Science in 1948. M.B.A. with distinction, Harvard University, 1958. D.C.S. Harvard 1956. Research Assistant and Instructor, Harvard Business School, 1950-53. Assistant Professor, Harvard Business School 1953-57. At Harvard, taught in the fields of Human Relations and Administrative Practices, served as consultant to a number of American and Canadian firms in the area of Executive Development.

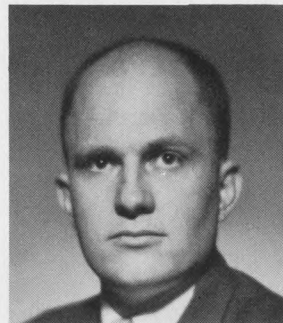
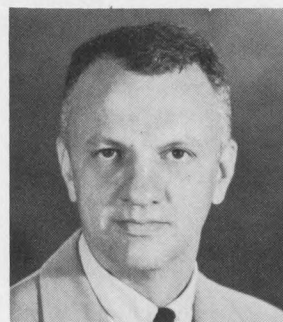
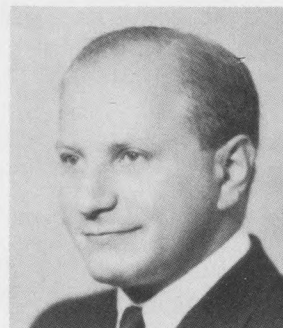
During the summers 1956 and 1957 member of the faculty of Atlantic Summer School for Advanced Business Administration, Halifax, Nova Scotia.

Since July 1957, Dean and Professor of Business Administration, School of Business, University of Kansas. Member of Banff School of Advanced Management Faculty, 1960. Member Board of Directors, Quarterly Shares Distribution, Inc. Director, U.S. Independent Telephone Association Management Development Program.

DR. G. W. ENGLAND

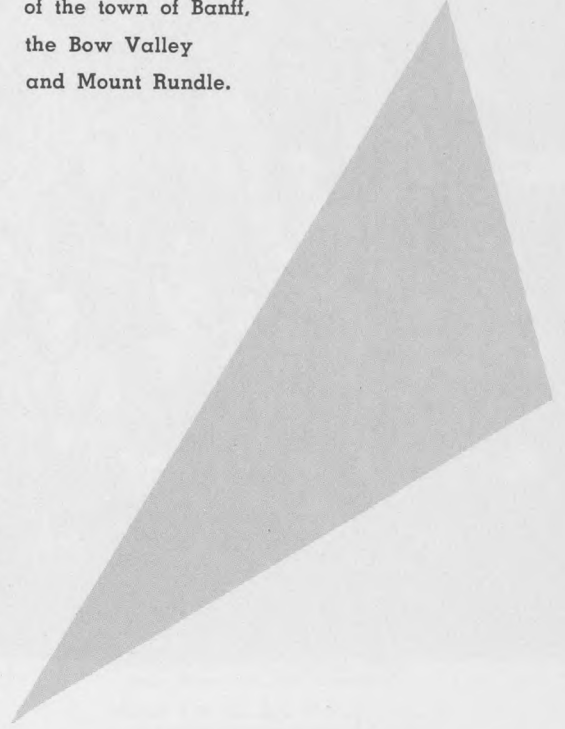
Assistant Professor of Psychology and Research Associate, Industrial Relations Centre, University of Minnesota. B.A., M.A., Ph.D., University of Minnesota. Staff member, Personnel Research Division, R.C.A. Victor Division, Radio Corporation of America, Camden, New Jersey. Associated with the Industrial Relations Centre since 1952. Conducted research on Selection and Placement of Engineers, Problems of the Older Worker, Employee Attitudes and Employee Communications. Presently directing research in the Personnel and Labour Relations Laboratory. Teaches several courses in the area of Personnel Psychology and Industrial Relations. Dr. England has instructed at Banff on several previous occasions.

Numerous journal articles on selection, placement, attitude measurement and communications.





The Banff Chair Lift
on Mount Norquay
affords an excellent view
of the town of Banff,
the Bow Valley
and Mount Rundle.





FACULTY AND STUDENTS

Winter Session, 1960

Banff School of Advanced Management

BAKER, D. H., Manager, Pulp Division, British Columbia Forest Products Ltd., Crofton, Vancouver Island.

BARNHILL, B. A., Refinery Manager, British-American Oil Co. Ltd., Moose Jaw.

BATEMAN, L. A., System Planning Eng., The Manitoba Hydro-Electric Board, Winnipeg Electric Company, Winnipeg 1.

BILLINGSLEY, J. M., Managing Director and Secretary, Pacific Truck & Trailer Ltd., Vancouver 6.

BJORNSON, M. P., Divisional Superintendent, Saskatchewan Wheat Pool, Regina.

BLACKMAN, D. A., Gen. Manager—Garage and Radio Depts., Bookers Stores Limited, Demerara, British Guiana.

BRADSHAW, A. L., Branch Mgr., Riley's Reproductions Ltd., Calgary.

BRADWELL, C. A., Asst. Branch Manager, Federated Co-operatives Ltd., Saskatoon.

BROUGHTON, O. J., Secretary, Alberta Wheat Pool, Calgary.

BROWN, A. W., Manager, Records Dept., Medical Services Association, Vancouver 9.

BROWN, R. H., Sales Manager, Premier Steel Mills Ltd., and Premier Steel Products Ltd., Edmonton.

CLARK, D., Commander (L), Royal Canadian Navy, Point Edward Naval Base, Sydney, Nova Scotia.

CLARKE, G. W. R., Manager—Public and Employee Relations, Saskatchewan Government Telephones, Regina.

CLEGG, S. R., Merchandise Manager, Taylor Pearson Carson (B.C.) Ltd., Vancouver.

COLLIER, D. B., Manager of Production and Transmission, Northwestern Utilities, Ltd., Edmonton.

COLLINS, J. W., Warehouse Operations Manager, Western Wholesale Drug Ltd., Vancouver.

COOKE, G. J., Traffic Manager, Pacific Western Airlines, Vancouver.

CUNNINGHAM, L. A., Managing Director, Western Warehouse Distributors Ltd., Vancouver 10.

DAWSON, B. W., Secretary-Treasurer and Local Sales Mgr., The Northern Plywoods Ltd., Grande Prairie.

DUDMAN, G. E. K., Chief Engineer, Dominion Bridge Co. Ltd., Edmonton.

EVANS, K. G., Manager, Consolidated Concrete Industries Ltd., Edmonton.

FALK, E., Senior Landman, Shell Oil Company of Canada Ltd., Calgary.

FARQUHARSON, A. F., Calgary Branch Manager, Alberta Co-op Wholesale Assn Ltd., Edmonton.

FLANDERS, R. E., Division Production Manager, Imperial Oil Limited, Regina.

FLEMING, J. B., Vice-Pres., Director and General Manager, Welox of Canada Ltd., Calgary.

FYFE, R. L., Credit Supervisor, Bowman Brothers Limited, Saskatoon.

GORDON, G. A., General Manager, Canadian Explorations Limited, Vancouver 5.

GRAHAM, P. L., General Manager, P. W. Graham & Sons Ltd., Moose Jaw.

GREIG, J. H., Treasurer and Comptroller, Standard Holdings Limited, Calgary.

GUTHRIE, J., Mechanical Supt., Imperial Oil Limited, Regina.

HALLGREN, R. B., Gen. Logging Supt., Northern Division, Rayonier Canada Limited, Vancouver.

HOLMAN, J. L., Asst. Gen. Manager, Jefferies Concrete Products (Calgary) Ltd., Calgary.

KELLAM, G., Mgr., Production & Transmission, Canadian Western Natural Gas Co. Ltd., Calgary.

KIBBLEWHITE, G. I., Area Manager, 100 Mile House, Western Plywood Company Ltd., Vancouver 15.

LINDSAY, J., Asst. Store Manager, The T. Eaton Co. Canada Ltd., Regina.

LAMB, D. G., Area Storekeeper, Shell Oil Company of Canada Ltd., Calgary.

MATHESON, A. M., Asst. Gen. Sales Mgr., Crown Zellerbach Canada Ltd., Canadian Western Lbr. Co. Div., New Westminster.

MILlicAN, H. S., Vice-Pres. & Director, Gen. Mgr. O. K. Construction Ltd., Edmonton.

MOEN, H. K., Mgr. of the Seed Dept., Alberta Wheat Pool, Calgary.

MORNING, J. J., Asst. Supt., Greater Winnipeg Transit Commission, Winnipeg.

MURPHY, R. L., Mgr. Branches and Agencies, Home Oil Distributors Ltd., Vancouver 1.

McBURNLEY, J. A., Commander (Supply) Royal Canadian Navy, Ottawa.

McCAIG, R., Gen. Mgr., Redi-Mix Ltd., Moose Jaw.

McCLEAN, J. A., Vice-Pres. and Gen. Mgr., Northern Asbestos & Building Supplies (B.C.) Ltd., N. Burnaby.

McCOY, L. J., Mgr., Brake Drum & Shoe, Edmonton.

McINTOSH, J. S., Gen. Mgr., Sheep Creek Mines Limited, Nelson.

MacKINNON, C. N., Personnel Mgr., Nelson Bros. Fisheries Limited, Vancouver.

McLURE, G. E., Chief, Civil Section and Construction Division, The Manitoba Hydro-Electric Board, Winnipeg 1.

NALDRETT, H. F., Regional Engineer, Imperial Oil Limited, Calgary.

ORR, O. F., Jr., Dept. Mgr. (Process) Shell Oil Company of Canada Ltd., Burnaby.

PETERSON, W., Comptroller, Premier Steel Mills Ltd., Edmonton.

PIPER, E. F., Canadian Sales Mgr., The Canadian Fishing Company Ltd., Vancouver.

POOLE, J. W., Gen. Mgr. of Construction, Engineered Buildings Ltd., Calgary.

PRIEST, T. J., General Traffic Mgr., Saskatchewan Government Telephones, Regina.

QUELCH, A., Sales Manager, Pardee Equipment Co. Ltd., Edmonton.

QUINTON, P. J. R., Asst. Chief Engineer, Standard Gravel & Surfacing, Calgary.

ROBSON, C. A., Manager Locals' Services Division, Federated Co-operatives Limited, Saskatoon.

ROCK, R. G., Vice-President Merchandising, Marshall Wells of Canada Ltd., Winnipeg.

ROSS, H. D., Operations Controller, Comet Transport Limited & Williams Transport Corporation Ltd., Moose Jaw.

SHELLY, J., 6015 Collingwood Place, Vancouver 13.

SMITH, K. A., Asst. Store Supt., T. Eaton Co. Canada Ltd., Winnipeg.

SMITH, W. McK., Asst. Gen. Mgr., Northern Asbestos & Building Supply Ltd., Calgary.

SPEERS, E. A., President, Speers Holdings Ltd., Vancouver 9.

SWINTON, N. R., Accountant and Asst. Mgr., Saskatchewan Wheat Pool, Saskatoon.

TOPPS, S. R., Senior Asst. Mgr., Bank of Montreal, Edmonton.

TOWNSEND, H. V., B.C. Manager, Martin Paper Products Ltd., New Westminster.

WELDON, T. H., Gen. Supt. Metallurgical Div., Consolidated Mining & Smelting of Canada, Trail.

WILES, R. W., Asst. Beef Dept. Mgr., Burns & Co. Limited, Edmonton.

WILLETT, B. R., Personnel Director, Canadian Western Natural Gas Co. Ltd., Calgary.

Banff School of Advanced Management Alumni Organization

A list of the provincial committees follows for the information and convenience of all who may be interested.

ALBERTA EXECUTIVE:

EDMONTON COMMITTEE

President: Eric Ward, Burns & Company.

Vice-President: Alan Quelch, Pardee Equipment Company Limited.

Secretary-Treasurer: H. Stanley Clark, W. H. Clark Lumber Co. Limited.

CALGARY COMMITTEE

Chairman: Arthur L. Bradshaw, Riley's Reproductions Ltd.

Secretary-Treasurer: Miss Margaret Kane, Pan American Petroleum Corporation.

Committee: Harry F. Chritchley, Motor Car Supply Co.; George H. Hilton, Standard Holdings Ltd.; Ralph Pilkington, Canadian Western Natural Gas Co. Ltd.; Robert L. Rankin, Shell Oil Co.; Rollie L. Thompson, Royalite Oil Co. Ltd.

B.C. EXECUTIVE:

President: Noel Harrison, Rayonier Canada Limited, Vancouver.

Vice-President: Frank Hamata, Marine Pipeline and Dredging Ltd., Vancouver.

Secretary-Treasurer: To be elected.

Directors: Ken Caple, C.B.C., Vancouver; Ron Gourlay, Crown Zellerbach Canada Limited, Vancouver; Allan Kelly, General Paint Co. Ltd., Vancouver; J. M. Billingsley, Pacific Truck and Trailer Ltd., Vancouver; R. Birkinshaw, Dominion Bridge Co. Ltd., Vancouver; R. C. Hausch, B.C. Engineering Co. Ltd., Vancouver.

SASKATCHEWAN EXECUTIVE:

President: John Robert McCaig, Maccam Transport Limited, Moose Jaw.

Vice-President: N. Ross Swinton, Saskatchewan Wheat Pool, Saskatoon.

Secretary-Treasurer: Brunswick A. Barnhill, British-American Oil Co. Ltd., Moose Jaw.

Executive Member: George Orville Clark, Clark's Interior Furnishings, Saskatoon.

MANITOBA EXECUTIVE:

President: George Spencer Turner, Manitoba Pool Elevators, Winnipeg.

Vice-President: Colin Douglas Ciley, Canadian Oil Co. Ltd., Winnipeg.

Secretary: James Robert Rettie, The Manitoba Hydro-Electric Board, Winnipeg.

Treasurer: A. Sheldon Black, Bank of Montreal, Winnipeg.

Past President: Alfred George Mahon, The Winnipeg Tribune, Winnipeg.

Businessmen's Weekend
and
Advanced Management Alumni Reunion

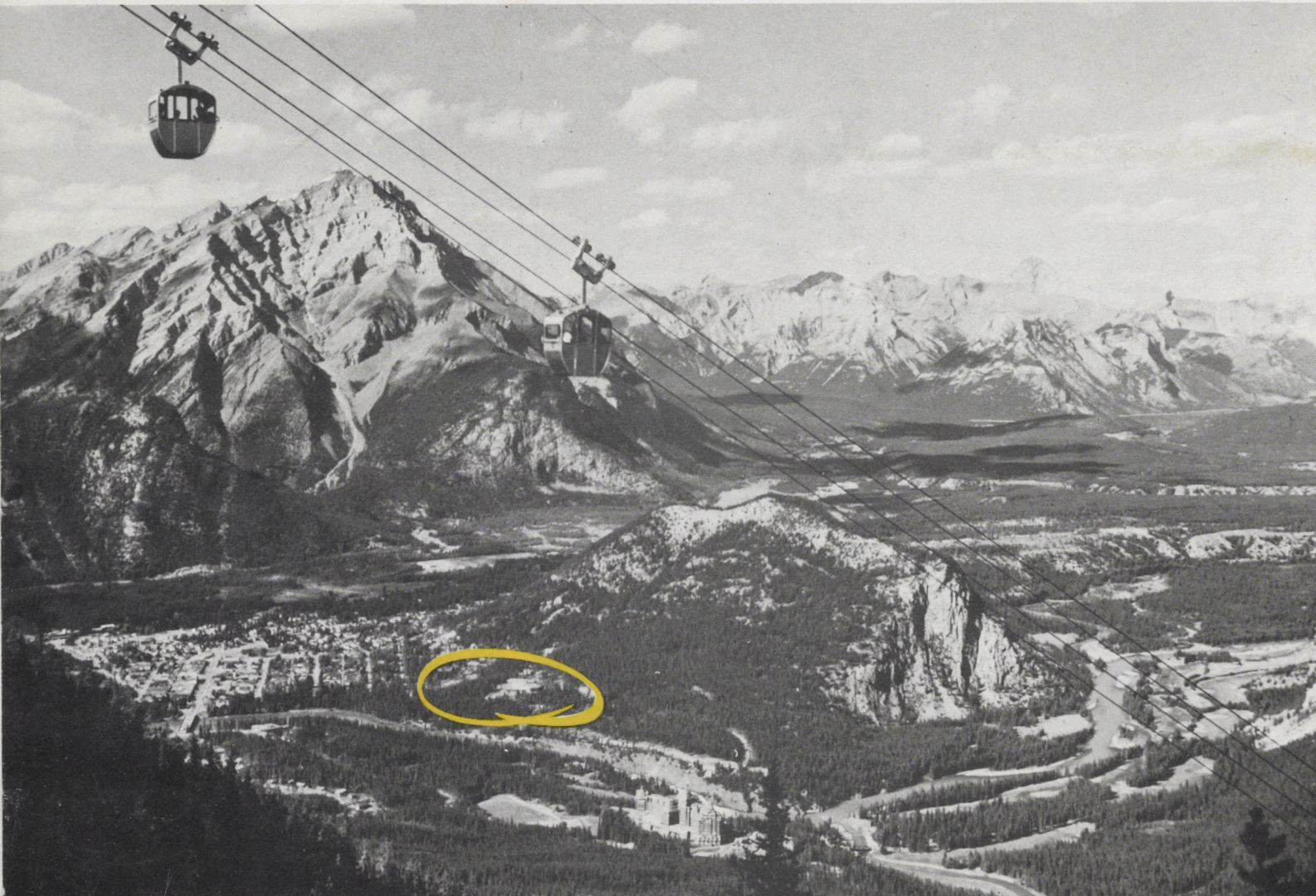
MARCH 10th and 11th

The Special Businessmen's Weekend and Alumni Reunion is one of the highlights of the course. A number of outstanding business executives will be brought in to discuss problems of major interest to all. This special event provides an opportunity for interested businessmen to see the School in action, and to meet the executives in training.

One of the pleasant features of the Weekend is the Annual Alumni Reunion, when the classes of previous years return for two days of lively participation in the activities and social events.

A special panel of outstanding speakers will be brought in for the Friday and Saturday discussions, and the Annual Alumni Dinner and Ball will complete a program that will be stimulating and pleasant. Officers of participating firms are cordially invited.

A bird's-eye view of Banff. The circled part in the photo indicates the location of the Banff School of Fine Arts and Centre for Continuing Education, ideally situated close to the town of Banff on the west slope of Tunnel Mountain. The new Sulphur Mountain Gondola Lift in the foreground.



LITHOGRAPHED BY HAMLY, EDMONTON